An Investigation into the impact of Corporate Social Responsibility on Employee Engagement amongst Generation Y.

In partial fulfilment of a

M.A Human Resource Management

At

National College of Ireland
Mayor Square,
Dublin 1

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Abstract

This paper intends on understanding the role of CSR to employee engagement. In particular it will look at the two dimensions of CSR, internal and external practices. Many companies are investing in CSR but they are mainly targeting their external stakeholders and consumers. In order for employees to become more engage is it enough to have an organisation that is publically socially responsible or is it important for the employees to have internal practices such as training and development and be more a part of the company by sharing interests of social responsibility.

The paper represents a contribution to understand CSR strategies in order to help increase employees engagement. It looks at Carroll's pyramid of CSR, Freeman's stakeholder theory and the shared value perspective. It will investigate this by using Generation Y Irish individuals to test the assumption that Generation Y is more socially responsible than other Generations.

In order to investigate this the paper used a quantitative approach using the UWES scale to test employee engagement whilst given the participants different CSR scenarios. The first scenario was case of a company that demonstrated no CSR, the second scenario was a case of an organisation that demonstrated External CSR while the third scenario was an organisation that exhibited both Internal and External CSR.

The results showed a significant difference when comparing scenario one with either scenario two or three. Scenario three exhibited higher engagement mean scores in comparison to scenario two, however there was no significant finding. The results from this study indicate that CSR has an impact on employee engagement for generation Y Irish workforce.

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ACKNOWLEDGMENTS

I would firstly like to thank all the participants who gave up their time to partake in this study, without whom the findings would not have been possible.

To my parents, thank you for the daily support and motivation you offered me throughout this course and every day.

To my friends and family, thank you also for your patience and support you gave me throughout this year.

Finally I would like to thank the lectures at NCI, and my supervisor Caitriona Hughes, for their support and guidance throughout the course and for this research study.

TABLE OF CONTENTS

-LIST OF APPENDICES

LIST OF TABLES

Table 1: Reliability Statistics

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.925	.924	17

Table 2: Age profile of respondents

Report

AGE

SCENORIO	Mean	N	Std. Deviation	Maximum	Minimum
No CSR	24.38	24	4.312	38	19
External CSR	24.78	23	2.795	33	20
Internal CSR	24.77	26	2.643	35	22
Total	24.64	73	3.285	38	19

Table 3: Report on the mean score answered by participants

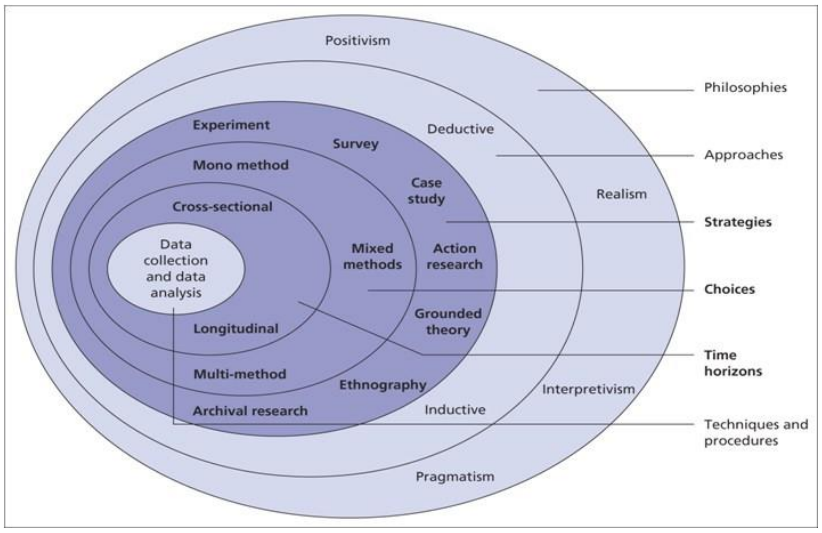
Report

SCENORIO		At my work, I feel bursting with energy	At my job, I feel strong and vigorous	When I get up in the morning, I feel like going to work	I can continue working for very long periods at a time	To me, my job is challenging	It is difficult to detach myself from my job	I find the work that I do full of meaning and purpose	I am enthusiastic about my job	Time flies when I'm working	When I am working, I forget everything else around me	My job inspires me	I am proud on the work that I do	I feel happy when I am working intensely	I am immersed in my work	At my job, I am very resilient, mentally	At my work I always persevere, even when things do not go	I get carried away when I' m working
No CSR	Mean	3.79	3.75	3.58	4.50	3.92	3.38	3.96	3.96	3.79	3.17	3.88	4.58	4.46	3.88	4.71	4.29	3.42
	N	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24
	Std. Deviation	1.318	1.189	1.381	1.504	1.442	1.789	1.756	1.517	1.215	1.373	1.801	1.666	1.382	1.329	1.367	1.197	1.442
	Maximum	5	7	7	7	7	7	7	6	6	6	7	7	7	6	7	7	7
	Minimum	1	2	1	2	1	1	1	1	2	1	1	1	2	1	1	2	1
External CSR	Mean	4.96	4.87	3.78	4.96	4.52	4.09	4.83	5.26	5.00	4.09	5.04	5.61	5.48	4.83	4.57	5.00	4.30
	N	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23
	Std. Deviation	1.296	1.359	1.678	1.065	1.410	1.535	1.527	1.573	1.446	1.505	1.581	1.406	1.238	1.029	.992	1.087	1.690
	Maximum	7	7	7	7	7	7	7	7	7	7	7	7	7	7	6	7	7
	Minimum	2	2	1	3	2	1	2	1	1	1	1	2	2	3	3	2	1
Internal CSR	Mean	4.69	4.65	4.54	4.73	5.23	4.23	5.15	5.42	4.96	4.31	5.08	5.35	5.35	4.85	5.04	5.19	4.38
	N	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26
	Std. Deviation	1.436	1.231	1.944	1.251	1.243	1.704	1.592	1.301	1.509	1.258	1.623	1.441	1.263	1.592	1.341	1.327	1.023
	Maximum	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
	Minimum	1	2	1	2	3	1	1	1	1	2	1	1	3	1	3	2	3
Total	Mean	4.48	4.42	3.99	4.73	4.58	3.90	4.66	4.89	4.59	3.86	4.67	5.18	5.10	4.52	4.78	4.84	4.04
	N	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73
	Std. Deviation	1.425	1.332	1.720	1.283	1.452	1.701	1.685	1.586	1.489	1.446	1.740	1.549	1.356	1.405	1.250	1.258	1.448
	Maximum	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
	Minimum	1	2	1	2	1	1	1	1	1	1	1	1	2	1	1	2	1

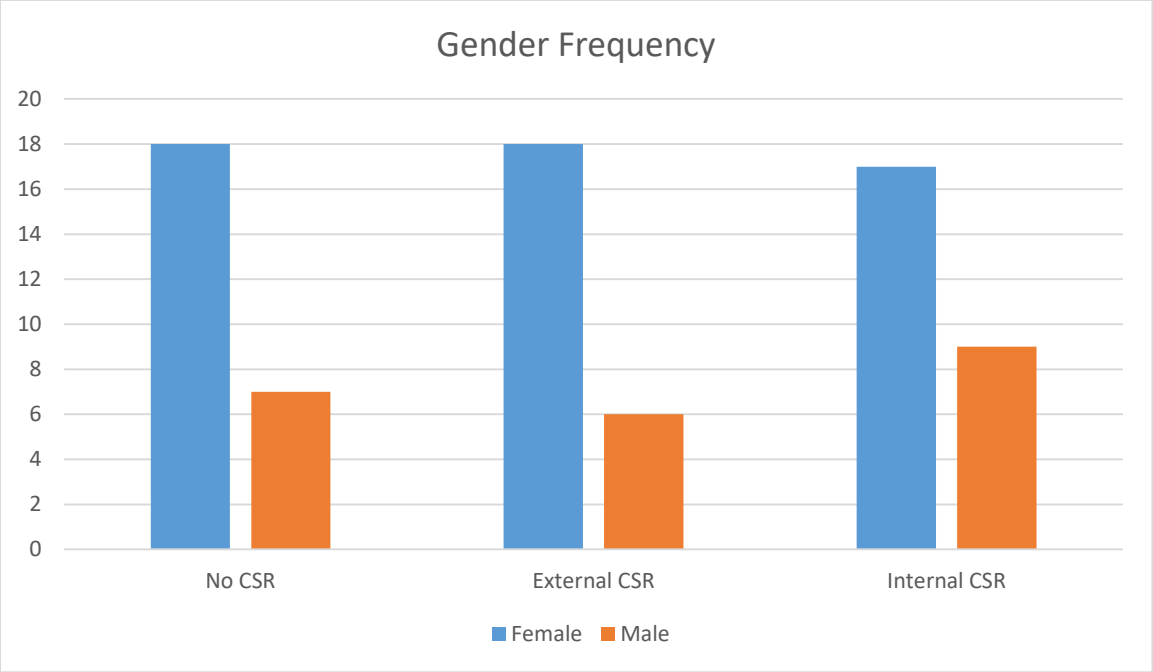
LIST OF FIGURES

Figure 1: Carroll's Pyramid of Corporate Social Responsibility

Figure 2: Saunders, Lewis and Thornhill's Research onion



LIST OF CHARTS



CHAPTER 1

INTRODUCTION

Corporate social responsibility (CSR) and employee engagement are two relatively new construct to the business management world. Both have extensive and evolving literature around them. Recently it has been suggested that CSR and employee engagement are linked (Ferreira & Oliveira, 2014). Studies are finding that a positive significant relationship between the two constructs (Caligiuri, et al., 2013). There are many new challenges that businesses are facing today including new technology, a changing workforce, more informed consumer and increased awareness of economic and environmental concerns (Garavan & McGuire, 2010). These changes are making it harder for companies to remain competitive and keep an engaged workforce (Bhattacharya, et al., 2008).

Although CSR and employee engagement have both been studied separately, there is limited research that shows the impact that can be found between them (Ferreira & Oliveira, 2014). Much of the research that has been documented is based on American studies, with not much research done on the Irish workforce. This research paper will be looking at the two dimensions of CSR, internal and external. The Green Paper separates CSR into External and Internal dimensions to help understand the impact of particular stakeholders within the company (Commission of the European Communities, 2001). Employees are identified as the internal stakeholder, however based on reports for the Irish workforce there is limited activities that focus on employees for CSR. The evidence suggests that companies in Ireland are focusing more on the external dimension of CSR such as donations to charities and improving their social impact on the environment while overlooking their main internal

stakeholders, their employees. This can be detrimental to organisations as this can create a disengaged workforce.

This study aims to investigate the impact it has on employee engagement in the Generation Y Irish workforce. The reason the study is solely focusing on Generation Y is because there is currently much debate by academics over their work ethic and the differences they share in comparison to other generations engagement levels. Also as generation Y is currently entering the workforce in Ireland it is important to understand what their drivers are so companies can create strategic objectives and strategies that support their internal stakeholders, which are the employees.

To date the Irish government has taken an initiative called "2020" to help increase awareness for companies within Ireland of CSR (European Commission, 2010). This is where the Irish government has created a National plan in alignment with the EU commission on recommendations for CSR, its purpose is to give guidance to companies and awareness of the different pillars within CSR. Due to many social and environmental changes in the world there is a heightened awareness of CSR at government, corporate and individual level within Ireland, now seems to be an opportune time to carry out research on investigating the impact that CSR can have on organisations, with specific focus on CSR's impact on employee engagement in the Irish workforce.

CSR is a relatively new construct, however this does not mean that activities or initiatives that can be defined as CSR today has not been found in organisations before. Different perspectives and theories have helped the development and definition of CSR. This study will discuss Carroll's pyramid of CSR, Freeman's stakeholder theory and Kramer and Porter corporate social value perspective. These theories help

understand the role and importance of stakeholders within an organisation and their impact on CSR.

Employee engagement is a social construct that in recent times has been developed and studies have shown that when employees are engaged they are more productive, less likely to be absent and become more committed to their company working harder (Van Beek, et al., 2011). Kahn in his book "Psychological conditions of engagement and disengaged work" suggests that an employee is engaged when they are given opportunities that offer psychological meaningfulness, safety and availability at work (Kahn, 1990). He argued that individuals base their engagement levels at work by asking themselves three questions; what is the meaning behind the performance of the work that is carried out, is it safe to do the work and how available are they to do the work that is needed. The psychological meaning, safety and if the individual could be psychologically available determines the engagement level of the individual. The research done by Kahn has been supported by other authors, one example is of a study on Kahn's three psychological conditions and found that they were linked to employee engagement (May, et al., 2004). Role fit was linked to meaningfulness, supportive team leaders was related to safety and resources were related to psychological availability.

Since Kahn's research on employee engagement the validity of the construct has been argued. For example some authors have suggested that employee engagement is just another term or fad to describe organisational commitment and job satisfaction. However, further research and studies like Saks (2006) through findings demonstrated that job satisfaction and organisational commitment are products of employee engagement. Saks findings has reinforce the further understanding and reliability of

employee engagement and the importance of businesses to be aware of it when making management decisions.

This study aims to see the impact of the different CSR dimensions on employee engagement. For the purpose of this paper it will be hypothesised that CSR will make a significant difference on employee engagement, whereas the null hypothesis is that there will be no difference on employee engagement levels. If this is true and the null hypothesis is rejected there will be a significant impact on employee engagement by the use of CSR and in particular internal CSR as opposed to external CSR for the purpose of this study. The research will also try and investigate whether both forms of CSR are needed or does one dimension give more of an impact than the other. A paper like this was done by Ferreira & Oliveira (2014), who attempted to look at the impact of CSR on employee engagement. This paper will be a remake of the study with a main focus on the Generation Y individuals in the Irish workforce. Below will discuss the relevant literature in the field and also discuss research methodology.

CHAPTER 2

LITERATURE REVIEW

2.1 Corporate Social Responsibility

CSR, despite a wide and varied amount of literature around it has yet to be given a definitive definition. It is a continuously evolving phenomenon (Matten & Moon, 2008), that has been described as complicated and complex because of the amount of variables that influence it and the impact on the relationship between these variables (Moon, et al., 2005). Literature on CSR is broad and varying in theory which adds to the complexity in defining its definition (Lindgreen, et al., 2009). There has been a debate over the meaning of CSR over the last decade. One author, Sheehy (2015), argues that CSR is critical and needed in organisations, buts its complexity and makes it important to create a definition. Another author says that CSR is ambiguous and there hasn't been a lot of clarity around the term and what it means (Burke, 2015). It is not however, just the definition of CSR that has caused some confusion but also its terminology as it has been seen in varying reports and papers appearing under a different heading. These are some examples of the terminology that CSR can fall under "sustainability" (Deloitte Central Europe, 2014), "corporate citizenship" (Accenture, 2016) and "corporate responsibility" (Business in the community Ireland , 2013). It is possible that the reason why there is such confusion over the terminology and definition of CSR is because of the perspective that is taken on it. CSR can interact with the state, market and the civil society, and some assume that CSR is voluntary actions done by an organisation whilst others believe it can also be the organisation abiding by regularity guidelines and policies (Gjølberg, 2009). This creates a

complexity around CSR that makes it difficult to arrive at a consensus about what CSR means and how it can be measured.

The European commission has been promoting CSR over the last decades and has released a definition, it states that CSR is "the responsibility of enterprises for their impacts on society" (European Commission, 2011). With this definition it informs organisations that they should encompass CSR with the idea to link it into social, environmental, ethical, human rights and consumer concerns into their business operations and their core strategy. This will be done when organisations collaborate with their stakeholders (European Commission, 2011). This definition is used for this study as it encompasses the actions a company undertakes beyond their legal obligation for their stakeholders that will impact the environment and society. It will be discussed below the importance of a company using CSR as a voluntary basis rather than a forced guideline activity pushed on by the state or its community.

CSR has been given significant acknowledgement in recent decades and there are a few possible reasons for this. Such as increased ecological concern, increased Multinational companies (Codruța & Imola, 2017) , Human Values (Gonzalez-Rodriguez, et al., 2016) and also tightening of legislation. The EU commission along with its definition of CSR included a national plan. In 2001 the Green paper was released and with it the establishment of the European Union EU) multi stakeholder forum on CSR (Commission of the European Communities, 2001). The EU commission has played a supportive pioneering role for the development and portion of CSR by saying it is about "social and environmental concerns in their business operations and in their interaction with their stakeholders as a voluntary basis. Being socially responsible means not only fulfilling legal expectations, but also going

beyond compliance and investing "more" into human capital, the environment and the relations with stakeholders".

Within the Green paper they divide CSR into internal and external dimensions. External CSR are business practices that can be observed from outside the company by stakeholders and customers (Commission of the European Communities, 2001). Such practices include raising money or giving donations to charities (Albdour & Altarawneh, 2012), supporting local clubs and teams, becoming more environmentally responsible such as minimizing excessive packaging and trying to reduce electricity and fossil fuel use in the company that impact the environment (Brammer, et al., 2007). Internal CSR refer to practices that have a social impact on internal contributors to the business, mainly employees. These include HR practices like training and development, labour stability and including the employee in implementing health and safety procedures (Turker, 2009).

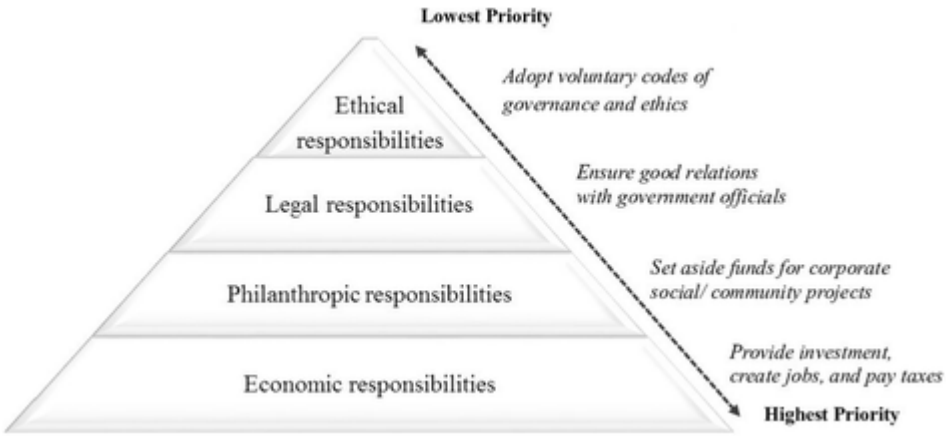
Although literature separates CSR into Internal and External, there isn't much research on identifying whether both forms are needed to create an engaged workforce or is it dependent on one or the other. Rodrigo and Arenas (2008) highlight the lack of research on employees and the impact CSR has on them. There is more investment in the external stakeholders than the internal stakeholders which are the employees. This study will investigate the importance of CSR practices in place to keep employees engaged and see if there is a difference between internal practices vs external practices. In most cases employees are important for carrying out the ethical corporate behaviour which allows a company to achieve its success with external stakeholders (Collier & Esteban, 2007). Thus it is important to see how employees engage with CSR especially from a HR perspective. Do employees engage more with external actions of a

company or does it have to be direct internal actions such as training and the wellbeing of employees?

2.2 Theory and Perspectives of CSR

The difference schools of thought that surround CSR aim to understand the importance of all the stakeholders within a business and possibly why employees as stakeholders can be overlooked or ignored. These theories give an understanding of the importance of CSR and why businesses should practice it. These theories and perspectives on CSR can help support the concept that CSR initiatives can increase employee engagement.

Figure 1: Carroll's Pyramid of Corporate Social Responsibility



Carroll (1991) in order to better understand CSR's role within an organisation created the pyramid of corporate social responsibility, which can be seen in Figure 1. He believed that in order for a company to be successful with CSR they needed to be ethical, socially supportive and law abiding. He separated CSR into four levels, these levels are philanthropic responsibilities, ethical responsibilities, legal responsibilities and economic responsibilities. The economic responsibilities, represented the most basic responsibility of a company which included being competitive and profitable in

providing goods and services. The next level is the legal responsibilities and incorporate what Carroll called the social contract between society and the organisation. It represents the actions that would be good for society and what would be bad for it. The next level, ethical responsibilities, this relates to a company being morally just and obeying by rights. The final level at the top is the philanthropic responsibilities philanthropic. When organisations react to the expectation society holds on them to be fair corporate citizens, this is known as philanthropic responsibilities. Organisations can achieve this level by contributing to their local community, teams and clubs (Carroll, 1991). Carroll's pyramid however does not include any discussion or link to CSR impact on employees. Thus the EU Commission in 2001 added to the four pillars Carroll suggest and said that organisations should go beyond compliance of legislation or policies and invest more into human capital and other stakeholder that impact the company (Commission of the European Communities, 2001).

2.3 Freemans Stakeholder Theory

Freeman theory is concerned with an organisations stakeholders who are anyone or group who is affected by the organisation activities and actions or have a particular concern with them. The Theory states that an organisation should just focus on all stakeholders who may be impacted by any actions of the organisation. Freeman believes that all the stakeholders have a role to play in making the company successful and survive in its market (Freeman , 1984). Freeman explains that if a stakeholder feels that they are being ignored or not recognised that they may become disengaged

and pull back on their support, possibly leading to the collapsing of the organisation (Freeman , 1984).

Gibson (2000) argued around this theory that enterprises should acknowledge other stakeholders that can affect an organisation in a direct way such as labour organisations. Through different types of actions they can become a direct stakeholder. Freeman's perspective of CSR helps to understand the importance of stakeholders, however, it has been argued that it is only for managers as their attention is focused on higher performance creating value (Sachs & Ruhli, 2011).

2.4 Strategic CSR

Porter and Kramer (2006) were some of the pioneers to discuss CSR as a strategic application for a business. They argued that many CSR approached are not aligned with the business strategy. When these unrelated initiatives are put in place it is inevitable that they will lead to ineffective outcomes for the organisation and as CSR can be quite expensive this can result in negative knock-on effects to other areas of the business. Aligning CSR applications with the corporates aims and strategy is known as strategic CSR.

2.5 Corporate Shared Value Concept

In 2011 Porter and Kramer introduced the shared value theory (Porter & Kramer, 2011). They defined it as "policies and operating practices that enhances the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates" (Porter & Kramer, 2011).

Its purpose is to be used as management strategy within an organisation which identifies and expands any connections between any society and economic enhancements by paying attention to social problems that have a relationship to the business.

Strategic CSR has been linked to the concept of shared value as it looks for the relationship with the business it can align it with the company's strategic plan. Corporate shared value focuses on organisations looking further and putting effort into acknowledging any business opportunities that may be hidden in social problems. Take for example an organisation looking at poor health and pollution, these are prime opportunities for the business to put forward a strategy that incorporates these social problems into business opportunities to improve employee wellbeing by offering health care or by informing employees of environmental pollution and providing recycling bins. Porter and Kramer suggest that there are three ways that organisations can create shared value (Porter & Kramer, 2011). These are preconceiving products, redefining productivity in the value chain and enabling local cluster development. Enabling local cluster development helps create a competitive context within the organisation and improving its infrastructure and obtaining and developing talent (Alpana, 2014). Overall the shared value is created when an organisation uses their strategy to lead to investments for business competitiveness whilst also addressing social and environmental concerns (Porter, et al., 2012).

2.6 History of CSR in Ireland

CSR today in Ireland includes an array of activities and programmes such as waste/recycling policies, better work-life balance initiatives, charity events and sponsorships and a number of others (Business in the Community, 2012). However, in the past Ireland did not have the wealth or knowledge to create a philanthropic society. In the past there was a very little support from the Irish government in enforcing or assisting organisations to take on CSR initiatives.

In 2008 Ireland entered a recession which impacted a lot of stakeholders. In particular the employees were being affected as many lost their jobs or were given redundancy packages as organisations could not keep up with the cost of the employee within the company and needed to make cutbacks that matched the production of the organisation. This impacted heavily on the trust and commitment of both internal and external stakeholders.

The European Commission issued an updated plan on CSR in 2011 (European Commission, 2011). This update has helped redefine CSR for enterprises in respect to their impact on society and the environment. It is not an enforced legal rule, but a political announcement on how the EU commission proposes organisations of the future should perform (European Commission, 2011). The aim of the EU commission was that the EU countries would create their own national plan, with this in mind Ireland have create their national plan in alignment with the EU Commission's recommendations. In 2014 the Government endorsed its first National plan and called it "Good for Business, Good for the Community". Since then there has been a lot of progress in helping to create better awareness and increasing the profile and impact of CSR within Ireland. In 2017, they released a new plan for 2017-2020 called 'Towards Responsible Business' (Enterprise Ireland, 2017). It is an action-oriented plan for any business across Ireland to adopt responsible practices and support them in doing so.

Within the plan it outlines four dimensions of CSR and gives seventeen actions which can help a company's competitiveness while aligning it with social and environmental needs. The department of Enterprise and Innovation released a study that covered almost fourteen thousand businesses. One on the main findings was that there is a growing awareness of CSR amongst businesses within Ireland. Reponses showed that 52% believed that CSR was moderately important and 31% believed it was very important (Enterprise Ireland, 2017).

CSR in Ireland is more important than ever before to help build the relationship that many firms lost due to the recession. As Sontaite-Petkeviciene (2015) indicated organisations that have a significant commitment to CSR, can help develop their reputation and image whilst also leading to increased economic performance and importantly employee engagement.

There isn't that much research on the development of CSR within Ireland (Sweeney, 2007). In 2012 a report was published by the Business in the community Ireland and within the report were results relating to CSR. From the findings 75% of the participants said that consumers think that during difficult economic times, it is important for companies to display a high degree of responsibility.

Grant Thorton ran a global survey and the results showed that Ireland were in the top ten countries in the world for donating money to communities or charities and one of the top ten countries for improved efficiency of waste (Grant Thorton, 2014). This finding helps support the increased awareness and support the Irish market has for CSR to date (National Standars Authority of Ireland, 2014). Another report from the National Standards Authority of Ireland and Waterford Institute of Technology in 2014 looked at the major reasons why individuals found a purpose for engaging with

CSR. Some of the top answers included: to meet customer requirements, increase the sustainability of products and the organisation, and ensure ethics in decision-making and environmental impact. Respondents of this study also strongly agreed that businesses should be doing more work on CSR within their communities and nearly a quarter of the respondents felt that currently businesses are not doing enough or taken on any social responsibility. The survey shows that CSR is being noticed by external stakeholders such as consumers and it is important that a business portrays their actions to these stakeholders.

Ireland has improved in CSR awareness and activities within companies, however it is still in the early stages and it is important that the initiatives the company uses help the company and the stakeholders achieve their goal. This is why the separation that the Green paper made of dividing internal vs external CSR can help an organisation formulate better activities in a more strategic manner. As discussed above in CSR there are many different activities that a company can pursue. Although Ireland is one of the top ten countries in being active with their external stakeholders, such as donating money to charity it is not enough and they should be trying to bring together all the pillars of CSR that the EU commission has proposed.

Internal CSR

As CSR within a company attempt to create a relationship with various stakeholders who all have different, needs, values and understandings, it is essential to be aware of the key stakeholders that are being targeted. This is in tying with the stakeholder theory. Employees are one of those key stakeholders within a company and they should share equal value to any other stakeholder (Tench, et al., 2007)

Employees are important stakeholders within an organisation and management must be reminded that they also interact with other external stakeholders both voluntarily or officially (Grunig, et al., 2003).

The policies and activities that an organisation puts in place are important for its success in linking their strategy with their stakeholders. In most cases employees are important for carrying out the ethical corporate behaviour which allows a company to achieve its success with external stakeholders (Collier & Esteban, 2007). Thus it is vital to see how employees engage with CAR especially from a HR perspective. Do employees engage more with external activities of their company or does it have to be direct internal actions such as training and the wellbeing of employees. Internal CSR initiatives can give employees the confidence that their organisation cares about them which can help build the trust they have (Bhattacharya, et al., 2008). Internal CSR has been defined by as employee's emotional attachment for their organisation (Jayabalan, et al., 2016). There has been some research that has link the comparison between internal CSR research such as examining the impact of organisational identification (Hameed, et al., 2016)and organisational commitment (Albdour & Altarawneh, 2012). This study helps to add to the literature and link CSR with employee engagement.

2.7 Generation Y

This study will be focusing on the generation Y group, in order to go forward it is necessary to define the differences between the definitions and why there will be a focus on generation Y. Twenge (2013) says that the reason why there are differences between generations is because they hold cultural differences leaving them with distinct beliefs and values (Twenge, 2013). The terminology for generation can be

defined as a group of individuals who are born within the same time period and share similar responsibilities (Maxwell, et al., 2010). Generations are different in their behaviours and attitudes because of the environment they grew up with and this is also the case within the business environment (Cennamo & Gardner, 2008)

Gen Y is diverse in its definition in recent literature, such as millennials, millennial generation (Pyoria, et al., 2017), generation I and the Echo boomers (Hutchinson, 2012). Just as there are different names for this generation the defining years have also been diverse. Lyons & Kuron (2013), suggest the reason why some generations may hold different names is down to the perspective of the user. When looking at the different generations it is important to distinguish the exact time frame for both terms and generations. However there are varying time frames in the literature. For example generation Y has been referred to as a population born between the years 1981-1999 (Hoole & Bonnema, 2015) or 1980-1999 (Lim, 2012). For the purpose of this study we will be using the age timeline of 1980-2000 to define generation Y as they are the generation who are currently in the workforce (Deloitte, 2011). As discussed above they are also one of the generations that have been affected by the financial downturn and are the focal generation who are leading the implementation of CSR future plans in Ireland. The recession impacted their formative years as they started their careers and entered the Irish workforce.

2.8 Generation Y Irish workforce

Similar to workforces in other countries, the Irish work force is composed of different generations, both the veterans, the baby boomers, the generation X, and the generation Y. As studies have proven, the older generation is growing faster in Ireland and is

comparable to the rest of Europe (Parry & Urwin, 2011). About 11% of the Irish workforce is comprised of persons who are 65 years and above. In this respect, the differences in generations in the workforce have triggered various studies, in the attempts to figure out how to keep current and future employees engaged within the Irish workforce (Parry & Urwin, 2011)

According to Gallup Consulting generation Y accounts for one third of the working population (Rai, 2012). This is a large portion of the workers and it is key to understand their wants and needs in order to help increase their engagement within the company. Anitha (2014) found that Generation Y want training and development opportunities from their company. Training motivates them by allowing them to be more confident in their field. Relevant to CSR internal practices which can incorporate training practices this study will see if these practice will show a significant difference in their importance vs external CSR.

Findings that support the importance of CSR for generation Y came in 2008 when PWC released a report (PWC, 2009). The results showed that around 88% said they were looking for an employer who shared the same CSR values as their own and 86% said if there employer CSR values were lacking they would consider changing employer. However within the same survey 59% of the participants said they had or would seek an employer whose corporate values matched their own, and 56% if there employer were to no longer meet their CSR expectations, they would consider leaving.

Working on opportunities provided by their organisation, or getting involved directly with charities or CSR activities, boosts millennials' sense of empowerment. 51% of Irish millennials reported that their organisations provided them with opportunities to get involved with charities or good causes at work. This generation can feel very

influential within the workplace when given the right opportunity. This is a perfect opportunity for business to acknowledge their awareness, want and impact that CSR can have on this generation. Tying in with the shared value theory organisations can create a more engaged workforce by tying in with their strategy and the social and environmental issues that are noticed and affected by their stakeholders (Deloitte, 2017).

2.9 Generation Y Stereotypes

Recent descriptions of the Generation Y claim they are 'job hoppers' and 'self-centred' (Maxwell, et al., 2010). The generation has generated a negative stereotype in comparison to Generation X. However Generation Y have also been given positive responses such as being socially responsible (Eddy, et al., 2010) , Driven and confident (Twenge & Campbell, 2008), making them a big asset to a company and making it a necessity to keep them engaged.

This generation expects a lot more from the employer other than a reliable job and wages, they want development opportunities and benefits for their contributions. This is much different to other generations such as generation X and the baby boomers who may have experienced more of a bureaucracy type of work atmosphere where it was of benefit to have a reliable job and they did not expect more from their employer. A study compared baby boomers and generation Y (Hewlett, et al., 2009). In this survey participants were asked to list any reward they felt was comparable to compensation or better. The generation Y group ranked high quality colleagues, flexible working and prospects for advancement as their top three, whereas the baby boomers ranked

high quality colleagues, an intellectually stimulating workforce and autonomy regarding work tasks as theirs.

2.10 Employee Engagement

Employee engagement has been describes as a positive attitude an employee holds for their organisation and the values it portrays (Robinson, et al., 2004). An organisation needs to be able to nurture and help grow their employees. Studies show the employees who are engaged in their work are more emotionally attached to their company. Kahn (1990) was the first academic to use term employee engagement in his work 'Psychological Conditions of Personal Engagement and Disengagement at Work'. In this study Kahn carried out interviews on summer camp counsellors and organizational members about their moments of engagement and disengagement at work. From the interview he highlighted three psychological conditions associated with engagement or disengagement at work. These were meaningfulness, safety, and availability. These findings suggested that workers were more engaged in work practices that gave them more psychological meaningfulness, safety and when the job was more psychologically available (Kahn, 1990). His concept has since been used in many organisations as the impacts of increased employee engagement has been argued to be beneficial for employers. Studies show that when employees are engaged they are more productive, less likely to be absent and become more committed to their company working harder (Van Beek, et al., 2011). A paper by Gallup (2012) defines engaged employees as committed and enthusiastic, whereas disengaged employees tend to arrive at work showing little productivity and concern for customers or probability within the company. There are a number of factors that can affect

employee engagement, some of these were listed by Anitha (2014) sharing rewards and compensation, workplace wellbeing, the policies within an organisation and an employee's team or co-workers.

Employee engagement reflects the actions of a company that can positively affect an employee attitude and behaviour. Drawing from Kahn's definition of employee engagement and the three antecedents he used, people feel their work is meaningful when they feel valued and the work they are doing is making a positive impact on themselves, the company and society (Kahn, 1990).

There has been debates over the difference between employee engagement and other constructs such as organisation commitment or job satisfaction (Macy & Schneider, 2008). Recent research in employee engagement has highlighted three main drivers for employee engagement and these are cognitive, emotional and behavioural (Saks, 2006). The research allowed a separation to be made between other constructs such as job satisfaction and organisational commitment which has been argued to be the same thing as employee engagement (Gruman & Saks, 2011). The research states that job satisfaction and organisational commitment are outcomes of employee engagement, highlighting even more the importance of the construct in business today. Employee engagement is more about the psychological experience and bringing an individual's self out more (Saks, 2006).

2.11 CSR and Employee Engagement

There is a lot of individual research done on employee engagement and CSR, however there isn't much on linking the two together. A report done by CIPD reporting on why managers thought CSR was important showed that 53% thought it was because of

pressures from the government, 47% thought it was employee engagement and 41% thought it was shareholder pressure. These results were interesting as it demonstrated how important employee engagement is within a business today, as it was the second most important reason highlighted. The same survey saw that managers felt employees wanted to know that their company was making a positive contribution to the society and the environment. Organisations are focused more than ever on ensuring their employees are fully engaged to get the most out of them (CIPD, 2013).

Mirvis (2012) reported on a survey he ran that found employees who approve of the CSR actions by their company were more engaged in their jobs, it was also found that employees felt management cared for the interests of the employees.

The human resource (HR) function is to try and use CSR to identify employee's interest that can help them identify more with the company. Dunford, et al (2015) says that employees can become more engaged when they can share their own interests with the company. This helps separate the divide between the company and the individual as they will have equal interests. Employees that can identify themselves with a company can help boost motivation and trust towards the company (Lavelle, et al., 2007).

Social exchange theory helps link employee engagement and CSR, in particular when looking at the two distinct branches of the theory which are economic and social (Blau, 1964). The economic branch is the exchange of economic gains between the employee and the organisation (Deckop, et al., 2006). The social branch relates more to the personal enrichment the employee gets from the organisation. The theory builds on the idea that both parties create gains from the exchange. Relevant to CSR, when practices are put in place that correspond with an individual's personal beliefs they

can increase the employees commitment and job satisfaction by making them more engaged in the work. Studies have shown that this can then lead to higher performance and thus increasing revenue for the organisation (Ferreira & Oliveira, 2014).

This paper is relevant as it will be an attempt at linking up the literature of employee engagement and CSR and try to investigate what are the main influencers of CSR that make employees more engaged. A paper like this was done by Ferreira & Oliveira (2014), who attempted to look at the impact of CSR on employee engagement. This paper will be a remake of the study with a main focus on the Generation Y individuals in Ireland.

2.12 Drivers of Employee Engagement

When organisation plan to design and implement employee engagement initiatives it is important that they are aware of the key drivers that will help them be successful. An organisation needs to be aware of the audience they are trying to target. For the purpose of this paper this section will discuss some of the key drives found in employees to increase employee engagement.

As mentioned above it is not uncommon to see organisations reacting to disengaged workers by increasing salaries and offering monetary rewards. This is a quick fix and within the changing work environment and highly competitive market employers need to look at long term and more sustainable initiatives that will help employees become

more engaged. As Kahn points out for an employee to be engaged it has a lot to do with their psychological feeling.

In Dan Pink's seminal book "Drive, or surprising truth of what motivates us", he summarises some of the studies that were done over the last decade and points out some of the behavioural research. The main drivers were alignment of purpose, autonomy and the want and support to improve- CIPD- the future of engagement. In a paper by CIPD they point out that people are seeking something more meaningful and sustainable than just complying with an organisations strategy. There is a want to look forward at and engage in social responsible activities and missions

Bedarkar & Pandita (2015) suggest that the main drivers for employee engagement are communication, work life balance and leadership. They believe that if an organisation can master these three things than it will create a more engaged workforce.

2.13 Measurements of Employee Engagement

For this study it was chosen to use the Utrecht Work Engagement Scale (UWES)

The Utrecht Work Engagement Scale (UWES) (Schaufeli & Bakker, 2004). It was chosen to use this scale as it is reknownly known and was also used in Ferreira & Oliveria study. It was developed as a tool to help measure three factors of work engagement, which are Vigour, Dedication and Absorption. Vigour would describe a level of high energy and the ability to have high mental resilience. People who show high vigour levels generally have a want to succeed and can persevere when faces with obstacles. An individual that has high dedication generally means that they are thorough, enjoy a challenge and take pride in the work they do. Finally an individual

that shows high absorption levels are generally individuals that become engrossed and concentrated on their own work and time passes wuicly by for them as they may possibly have a difficulty from detaching themselves from work (Schaufeli, et al., 2006).

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The purpose of this chapter is to the discuss research methodology that was used for this study. It will include research philosophy, approach, and strategy and a description of the methods used. The sample selection will be assessed and the strengths and limitations of the research methodology will be discussed.

3.2 Research Aims and objectives

After reviewing the appropriate literature revolving around CSR and employee engagement, the researcher has decided to investigate the different dimensions of CSR on employee engagement within the Generation Y in Ireland. Below will discuss how the research will be carried out and why certain approaches were chosen by the researcher. The main objective of the research is to investigate the role that CSR has on employee engagement on the Irish generation Y workforce.

. The research Hypothesis for the paper will be:

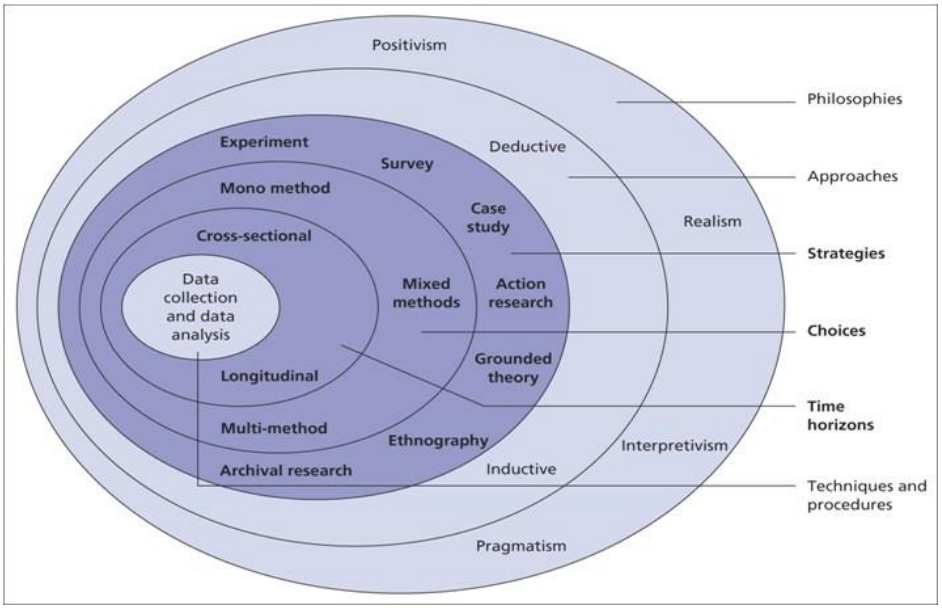
- Employee engagement levels for generation Y in the Irish workforce will hold a statistically different level when exposed to different CSR scenarios
- Generation Y in the Irish workforce are more engaged when exposed to internal CSR
- When presented with different CSR scenarios, Vigour will show significantly different levels

- Vigour will be significantly different to participants that are presented with the internal CSR scenario
- When presented with different CSR scenarios, Dedication will show significantly different levels
- Dedication will be significantly different to participants that are presented with the internal CSR scenario
- When presented with different CSR scenarios, Absorption will show significantly different levels
- Absorption will be significantly different to participants that are presented with the internal CSR scenario

3.3 Framework

The framework for this paper will follow the research process known as the 'research onion; created by Saunders, Lewis and Thornhill (2006) as shown below.

Figure 2: Saunders, Lewis and Thornhill's Research onion



3.4 Research Philosophy

The philosophy that a researcher takes when pursuing a line of research will influence their practical considerations. Johnson & Clarke (2003) argue that it is not that a research is philosophically informed but that the researcher can reflect and defend their choices if there would be alternative suggestions. These are the two areas that the researcher could have potentially chosen to lead their study. These are Epistemology and Ontology, for the purpose of this study the researcher has chosen Epistemology. It is important to have an understanding of these areas as said above they will influence any practical considerations going forward.

3.4.1 Epistemology

This is concerned with what constitutes acceptable knowledge in the field (Saunders, et al., 2006). It attempts to point out the difference between what is 'true' knowledge and what is 'false' knowledge and it assumes that data that is collected is less open to bias, ths it can be more objective. Epistemology incorporates three principles of research philosophy, interpretivist, positivism and realism (Saunders, et al., 2006).

The research philosophy for this research will take a positivistic approach. Positivism is supported by the basis that reality is detached from us and the aim is the finding of theories from empirical research. This approach is taken as the researcher is formulating around two broad variables and through the aim of statistics see if there is a relation (Collis & Hussey, 2009). The idea behind positivism is that the social world only exists externally and it should only be measure by using objective methods (Adams, et al., 2014).This study will be using a quantitative approach for collecting the data.

3.5 Research Approach

For this study two research approaches we considered and these are induction or deduction. The process of induction takes a bottom-up reasoning (Horn, 2009). It focuses on the relationship of human beings meaning with their actions. Observation is necessary and the data that is collected is analysed without a previous assumption. On collection of the data a theory will be generated (Stewart & Rigg, 2011).

A deductive approach will be used for carrying out this study as opposed to an inductive approach. Inductive approach is used when theory is developed from observations. It aims to generate meaning from the data in order to form a theory or in some cases relate to other established frameworks. It is mainly used for qualitative research. Whereas a deductive approach uses pre-existing theory to form a hypothesis and uses the research approach to test this (Silverman, 2004). A deductive approach is an attempt at looking at the correlation between two variables, in this case, corporate social responsibility and employee engagement. The deductive approach is set up as the development from general to particular: the general theory and knowledge base is first established and the specific knowledge gained from the research process is then tested against it (Kothari, 2004).

3.6 Research Methods

The researcher collected two forms of data for this study, both primary and secondary data. The primary data is the survey Reponses collected from the participants and the secondary data is the literature review. The literature was important as it helped establish what design and measurements would be used for the study. By using a

survey it is aligning with the positivism philosophy. Surveys are generally used when looking at a representative proportion of the population (Bryman & Bell, 2007). As this paper will be looking at the causation between the two variables this mono method approach will be used. The researcher has decided to use quantitative methods because of personal choice and through previous research on CSR and employee engagement there is a particular trend to use a quantitative approach. The ability to use a measurement allow for accurate estimates of a relationship between variables.

3.7 Reliability

The reliability of the UWES 17 item scale was tested (Schaufeli & Bakker, 2004). This was done by using Cronbach's alpha and the result can be seen in Table 1. The purpose of running a reliability test is to test whether all the scales for this study have a good reliability. This is done by calculating the average of all possible split-half reliability coefficients (Bryman & Bell, 2011). As stated by Bryman & Bell (2011) the alpha coefficient can range from 1 to 0. Scoring a 1 would entail the scale has perfect internal reliability, whereas scoring a 0 would entail it has no internal reliability. The reliability for the scale scored .92 which would be considered as very good internal reliability.

Table 1: Reliability Statistics

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.925	.924	17

3.8 Limitations

Non-probability sampling was used in the collection of data. The reason the researcher chose to carry out this type of sampling is due to the lack of accessibility to carry out probability sampling and due to time constraints to complete the research. Due to this however there will be validity issues regarding the results. As the researcher contacted participants that were within their own friend/family community, a generalisation for the whole of Ireland will not be able to be made as the researcher does not know what the sample of participants represents (Bryman & Bell, 2011). Due to this the margin of error cannot be calculated reliably (Fisher, 2007). Due to the convenience sampling the results from this research will need further discovery in a larger more diverse population.

Under different conditions the researcher would have chosen to do simple random sampling of probability sampling in a specific industry. Simple random sampling would give the researcher a more varied and better representation of a population, as everyone within the .population has the same likelihood for being chosen to partake in the study (Horn, 2009).

As this study was based on a scenario and depended on the participants basing their answers solely on the case they received, there is a limitation that the participants may not have been able to detach themselves and provide answers that are specific to the cases. Another limitation is that as some of the participants were either friends or family they may have felt obligated to participate in the study which may have impacted on their results.

3.9 Data Collection and Analysis

A survey was used to gather the data needed to test the aims and objectives of the study. As this is a quantitative approach the use of a survey is beneficial as it gives primary data from first hand sources, which creates reliable and valid information from the respondents as it is information that is easy to measure. This prevents any bias or mixed understanding of information from other forms such as the use of secondary data.

The survey took the format of an online survey set up on a website www.surveymonkey.com and distributed to the sample participating in the research through Facebook messaging. The researcher shared a link to surveymonkey of one of the scenarios to friends on Facebook. The selection of which participant gets which scenario was done by alphabetical order in a rotation of scenario 1, scenario 2, scenario 3. The experimenter asked participants to share the link. In total the experimenter sent 15 links for each scenario, in total sending forty-five links. If every participant sent on one survey to another individual the examiner expected to have 90 results back. This is a mixed combination of the snowball effect for collecting data.

Employee engagement will be measured using the 17-item of the Utrecht Work and Engagement Scale (Schaufeli, et al., 2006). This can be seen in Appendix 1.

This measurement will be used as discussed before, it is reliable for testing employee engagement and has been seen in various other studies (Ferreira & Oliveira, 2014). In order to test the employee's engagement to CSR three different scenarios will be used. Permission to use the scenarios that Ferreira & Oliveira (2014) used in their study was sought, this can be seen in the Appendix.

The scenarios are as follows one will be a case study of an organisation that has no internal or external practices of CSR. The second will be a case study of an organisation that uses external CSR practices to attract external stakeholders. The third will be a case study of an organisation that uses internal forms of CSR such as training plans. The scenarios can be seen in Appendix 2. Each individual will only be given one scenario and must answer a survey based on the 17-item UWES. The researcher will randomly send the invitation for the research in order of scenarios. The same scenarios that was used in the Ferreira & Oliveira (2014) study will be used, this study also used the Utrecht Work and Engagement Scale as a valid and reliable test for employee engagement.

3.10 Population and Sample

The sample that was chosen for this research was Generation Y in Ireland. The researcher will be using their personal friends and acquaintances to distribute the surveys. The researcher has forty-five friends on Facebook and will be using a snowball effect method in the hopes that every individual that will be contacted will also send it to at least one friend who has the right criteria to complete the survey. This leaves the researcher hopeful of having a sample size of around 90 individuals.

As the researcher is a Generation Y individual, using their own connections it will be easier to find the sample size and due to time constraints it is the best option as it will allow the researcher to save time to make sure the research can be completed.

The reasoning behind choosing Generation Y Irish individuals is, because as discussed above, to see if CSR significantly impacts their employee engagement as studies have found them to be more social responsible than other generations (Anitha, 2014).

3.12 Survey Design

The researcher decided to use the 17- item UWES. The questions that were used can be seen in Appendices. The UWES represents three key drivers of engagement which are Vigor, Absorption and Dedication. Within the 17-item UWES it has five questions that are based on dedication, it has 6 questions that are based on Vigor and another 6 questions that represent Absorption. Participants answered the survey by using a 7-liket scale. On the scale the mark for 1 represented “highly unlikely” whereas the mark for 7 represented “highly likely”. Participants were asked to answer all the questions with the survey based on the scenario that they were given at the start of the study.

3.12 Ethical Issues

Ethical considerations play an important part in this research especially in gaining the trust of the sample for the research data. The researcher will abide to be responsible and carrying out ethical principles at all time to ensure the anonymity of the participants and to keep all their information confidential (Bell, 2005). Participants before completing the research will be asked to complete a consent form which will be shown prior to the participants starting the online survey. The participants will be made aware that they can stop the survey at any time or ask for their information not to be used if they wish.

CHAPTER 4

RESULTS & FINDINGS

This chapter reports the findings of the study that were obtained through the use of the survey to examine CSR impact on employee engagement. The surveys were sent out to all the respondents and they were completed online through surveymonkey.com.

4.1 Profile of the Respondents

This profile has been set up for the responses to the survey. Forty five links to the survey were sent out in total. Due to the snowball effect seventy three Reponses were received. Table outlines the number of valid responses returned from the participants, the response rates and the total response rate.

The respondents all belonged to the generation Y. An age report was taken based on the participants that responded to the surveys. Overall there was seventy three participants with an overall mean age of 24.64 years old. Participants were separated into three groups were each were given a different scenario. The first scenario, was a case that displayed a company with no CSR and it had 24 completed respondents. The eldest participant was 38 years old and the youngest participant was 19 years old. The mean age for this scenario was 24.38 years old.

In the second scenario, it gave a case of an organisation with External CSR. There was twenty three completed respondents with an overall mean age of 24.78 years old. The eldest participant was 33 years old and the youngest was 22 years old.

In the third Scenario, it gave a case of an organisation with Internal CSR. There was a total of twenty six respondents with an overall mean age of 24.77 years old. The eldest

participant was 35 years old and the youngest was 22 years old. These results can be seen in table below.

Table 2: Age profile of respondents

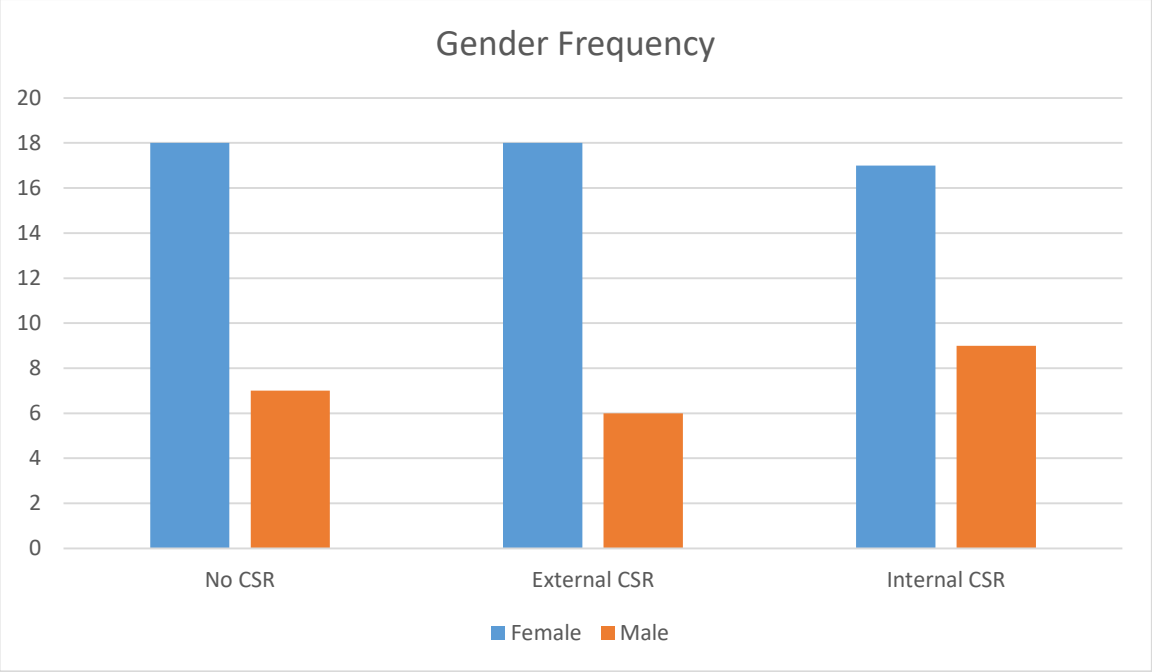
Report

AGE

SCENORIO	Mean	N	Std. Deviation	Maximum	Minimum
No CSR	24.38	24	4.312	38	19
External CSR	24.78	23	2.795	33	20
Internal CSR	24.77	26	2.643	35	22
Total	24.64	73	3.285	38	19

4.2 Gender frequency

Chart 1: Gender frequency



This section will discuss the gender frequency that was recorded from the scenarios. Above in the bar chart, it shows the amount of female's vs males that took each scenario. Overall there were 73 participants and fifty one (70%) of them were female while twenty two (30%) of them were male.

For scenario 1, the case that displayed No CSR males responded with an average mean score of 3.68. The question were the male participants were most engaged was for the question “I feel happy when I am working intensely”, were there was a mean score of 4.43. Whereas Female participants had a mean score of 4.83 and the question they appeared most engaged with was “at my work I always persevere, even when things do not go well”.

For scenario 2, the case that displayed Internal CSR males had an average mean score of 4.84. The question that male participants were most engaged was for the question “I feel happy when I am working intensely” were there was a mean score of 5.7. Whereas Female participants had a mean score of 4.92. The question they appeared most engaged with was “at my work I always persevere, even when things do not go well”.

For scenario 3 Males had an average mean score of 4.84. The question where male participants were most engaged was for the question “I feel happy when I am working intensely” there was a mean score of 5.7. Whereas Female participants had a mean score of 4.92 for the question they appeared most engaged with was “at my work I always persevere, even when things do not go well”.

4.3 Results from the UWES

The results from the seventeen questions on the UWES items are presented below. The mean score that the respondents presented overall was 4. The highest overall mean across the three scenarios and questions is for I am proud on the work that I do, it has a mean score of 5.18 presuming that this is the one question that participants felt most engaged with of the three scenarios this represents dedication. The question that

had the lowest mean score across the three scenarios is when I am working, I forget everything else around me, that received an overall mean score of 3.86 this represents Absorption on the UWES scale.

Scenario 1- No CSR

The participants who took the scenario which represented a company with no CSR had a mean mark of 3.94. This mean score would represent that the respondents were on the lower side of engagement. The highest marked question was for the question at my job, I am very resilient, mentally 4.71 this represent Vigour on the UWES scale. The lowest marked score was 3.17, this is when I am working, I forget everything else around me, and this question represents Absorption on the UWES scale. Overall there were 24 participants who responded to this scenario.

Scenorio2- External CSR

The participants who took scenario which represented a company with External CSR had a mean mark of 4.7. In comparison to the first scenario participants appear to be more engaged with this scenario. The highest marked question with a mean score of 4.71, was for the question at my job, I am proud of the work I do, this represent Dedication on the UWES scale. The lowest marked score was 3.17, this is when I am working, I forget everything else around me, and this question represents Absorption on the UWES scale. Overall there were 24 participants who responded to this scenario.

Scenario 3- Internal CSR

The participants who took scenario which represented a company with External CSR had a mean mark of 4.89. In comparison to the first scenario participants appear to be more engaged with this scenario. The highest marked question with a mean score of 5.42, was for the question at my job, I am proud of the work I do, this represent

Dedication on the UWES scale. The lowest marked score was 4.23, this is when I am working, I forget everything else around me, and this question represents Absorption on the UWES scale. Overall there were 26 participants who responded to this scenario. These results can be seen in the appendix.

Table 3: Report on the mean score answered by participants

Report

SCENORIO		At my work, I feel bursting with energy	At my job, I feel strong and vigorous	When I get up in the morning, I feel like going to work	I can continue working for very long periods at a time	To me, my job is challenging	It is difficult to detach myself from my job	I find the work that I do full of meaning and purpose	I am enthusiastic about my job	Time flies when I'm working	When I am working, I forget everything else around me	My job inspires me	I am proud on the work that I do	I feel happy when I am working intensely	I am immersed in my work	At my job, I am very resilient, mentally	At my work I always persevere, even when things do not go	I get carried away when I' m working
No CSR	Mean	3.79	3.75	3.58	4.50	3.92	3.38	3.96	3.96	3.79	3.17	3.88	4.58	4.46	3.88	4.71	4.29	3.42
	N	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24
	Std. Deviation	1.318	1.189	1.381	1.504	1.442	1.789	1.756	1.517	1.215	1.373	1.801	1.666	1.382	1.329	1.367	1.197	1.442
	Maximum	5	7	7	7	7	7	7	6	6	6	7	7	7	6	7	7	7
	Minimum	1	2	1	2	1	1	1	1	2	1	1	1	2	1	1	2	1
External CSR	Mean	4.96	4.87	3.78	4.96	4.52	4.09	4.83	5.26	5.00	4.09	5.04	5.61	5.48	4.83	4.57	5.00	4.30
	N	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23
	Std. Deviation	1.296	1.359	1.678	1.065	1.410	1.535	1.527	1.573	1.446	1.505	1.581	1.406	1.238	1.029	.992	1.087	1.690
	Maximum	7	7	7	7	7	7	7	7	7	7	7	7	7	7	6	7	7
	Minimum	2	2	1	3	2	1	2	1	1	1	1	2	2	3	3	2	1
Internal CSR	Mean	4.69	4.65	4.54	4.73	5.23	4.23	5.15	5.42	4.96	4.31	5.08	5.35	5.35	4.85	5.04	5.19	4.38
	N	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26
	Std. Deviation	1.436	1.231	1.944	1.251	1.243	1.704	1.592	1.301	1.509	1.258	1.623	1.441	1.263	1.592	1.341	1.327	1.023
	Maximum	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
	Minimum	1	2	1	2	3	1	1	1	1	2	1	1	3	1	3	2	3
Total	Mean	4.48	4.42	3.99	4.73	4.58	3.90	4.66	4.89	4.59	3.86	4.67	5.18	5.10	4.52	4.78	4.84	4.04
	N	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73
	Std. Deviation	1.425	1.332	1.720	1.283	1.452	1.701	1.685	1.586	1.489	1.446	1.740	1.549	1.356	1.405	1.250	1.258	1.448
	Maximum	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
	Minimum	1	2	1	2	1	1	1	1	1	1	1	1	2	1	1	2	1

4.4 Reiterate Research objectives

Here will reiterate the research objectives of the study. As shown above there is a difference between the different scenarios based on the mean scores. However below will test if there is any significant different between the scenarios and see what dimension of the UWES scale is most significant in comparisons to the scenarios.

The research Hypothesis for the paper will be:

- Employee engagement levels for generation Y in the Irish workforce will hold a statistically different level when exposed to different CSR scenarios
- Generation Y in the Irish workforce are more engaged when exposed to internal CSR
- When presented with different CSR scenarios, Vigour will show significantly different levels

- Vigour will be significantly different to participants that are presented with the internal CSR scenario
- When presented with different CSR scenarios, Dedication will show significantly different levels
- Dedication will be significantly different to participants that are presented with the internal CSR scenario
- When presented with different CSR scenarios, Absorption will show significantly different levels
- Absorption will be significantly different to participants that are presented with the internal CSR scenario

4.5 Regression Analysis of CSR and Employee engagement

In order to access the significance difference between the three scenarios for the UWES employee engagement scale, a one-way between-groups analysis of variance was conducted. This will help explore the impact of CSR scenarios on work engagement. It will then be followed by post hoc tests to help identify any differences between the scenarios.

4.6 One Way between groups ANOVA testing Dedication

A one-way between-groups analysis of variance was conducted to explore the impact of Dedication on the levels of CSR as measured by the UWES employee engagement scale. Participants were divided into three groups according to the scenario they

received (Group1: No CSR; Group2: Internal CSR; Group3: External CSR). There was a significantly difference at the $p < .05$ level on dedication scale for the three groups $F (2, 72) = 6.89$, $p= 0.002$. Reaching statistical significance the actual difference between the groups is considered a large effect. The effect size calculated eta squared, was 0.16. Post hoc comparison using Tukey HSD test indicated that the mean score for scenario 1 (M=20.29, SD 6.79) was significantly different for Scenario 2 (M=25.26, SD 5.50). Scenario 1 also had a significant difference with Scenario 3 (M= 26.23, SD= 5.64). However there was no significant difference from scenario 2 (M= 25.26, SD 5.49) to Scenario 3 (M=26.26, SD 5.64). These results indicate that on the dedication scale employees are more engaged with the presence of CSR, However there is not a significant difference on whether the form of CSR is internal or external.

4.7 One Way between Groups ANOVA testing Absorption

A one-way between-groups analysis of variance was conducted to explore the impact of Absorption on the levels of CSR as measured by the UWES employee engagement scale. Participants were divided into three groups according to the scenario they received (Group1: No CSR; Group2: Internal CSR; Group3: External CSR). There was a significantly difference at the $p < .05$ level on dedication scale for the three groups $F (2, 72) = 8.80$, $p= 0.00$. Reaching statistical significance the actual difference between the groups is considered a large effect. The effect size calculated eta squared, was 0.20. Post hoc comparison using Tukey HSD test indicated that the mean score for scenario 1 (M=22.08, SD 6.41) was significantly different for Scenario 2 (M=27.78, SD 4.73). Scenario 1 also had a significant difference with Scenario 3 (M= 28.08, SD 5.52). However there was no significant difference from scenario 2

(M=27.78, SD 4.73) to Scenario 3(M= 28.08, SD 5.52. these results indicate that on the Absorption scale employees are more engaged with the presence of CSR, However there is not a significant difference on whether the form of CSR is internal or external.

4.8 One Way between Groups ANOVA testing Vigour

A one-way between-groups analysis of variance was conducted to explore the impact of Vigour on the levels of CSR as measured by the UWES employee engagement scale. Participants were divided into three groups according to the scenario they received (Group1: No CSR; Group2: Internal CSR; Group3: External CSR). There was a significantly difference at the $p < .05$ level on dedication scale for the three groups $F (2, 72) = 4.12$, $p= 0.02$. Reaching statistical significance the actual difference between the groups is considered a large effect. The effect size calculated eta squared, was 0.11. Post hoc comparison using Tukey HSD test indicated that the mean score for scenario 1 (M=24.62, SD 5.45) was significantly different for Scenario 2 (M=28.13, SD 5.07). Scenario 1 also had a significant difference with Scenario 3 (M= 28.85, SD 5.90). However there was no significant difference from scenario 2 (M=28.13, SD 5.07). To Scenario 3(M= 28.85, SD 5.90). These results indicate that on the Vigour scale employees are more engaged with the presence of CSR, However there is not a significant difference on whether the form of CSR is internal or external.

CHAPTER 5

DISCUSSION

Employees are an important and non disposable stakeholders in an organisation. This study focused on the importance of the role CSR can have on their engagement, specifically on generation Y in the Irish workforce. As the EU commission states CSR is the responsibility of enterprises for their impacts on society (European Commission, 2010)

This chapter discusses the findings of the research undertaken in light of the literature reviewed in chapter 2 and the aims and objectives of the research as outlined in chapter 3.

The findings discussed will go under the following heading:

- Employee Engagement
- Corporate Social Responsibility
- Generation Y

5.1 Employee Engagement

As discussed in the literature review there are many factors that affect an employee's engagement levels (Anitha, 2014). However with a changing demographic and a competitive workforce it is crucial for companies to be aware of employee engagement and do what they can to keep their employee engaged. For this study employee engagement was used as a tool to help understand the impact the different dimensions of CSR can have on employees. Employee engagement was measured using the UWES 17- item scale (Schaufeli & Bakker, 2004). The general conclusion that was

found is that engagement is generally high for the generation Y in the Irish market relative to CSR, there was a significant difference found when comparing participants who received no CSR to those who received either External CSR or Internal CSR. However although Internal had a higher overall mean score than External CSR, there was no significant difference in comparison to the two scenarios. In comparison to Fierreira & Oliveira (2014) study were they found no significant difference between any of the groups, which may help support the importance of CSR in Ireland. Another finding suggest that because there are many other factors that relate to engagement they could be stronger forces that are not being acknowledge that is making not care about CSR. The literature review

5.2 Corporate Social Responsibility

CSR in Ireland as discussed in the literature review is an ongoing and developing construct within the Irish market. The results from this study indicated that participants did not show any significant different towards their engagement levels when given scenarios of organisation that either has external or internal activities within it. A possible argument for this is that because Ireland is still recovering from the recession and its impact is still remembered by the workforce, the activities that were not done during that time period are being compared to what an organisation is doing now. Thus a company who is only incorporating External CSR initiatives, in the eyes of this workforce is making advancing steps in comparison to having none. The individuals may feel engaged with the company for putting in these efforts. Another argument is that the knowledge around CSR is still expanding.

5.3 Generation Y

In comparison to study on the impact of CSR on employee engagement one of the main differences this study took on was that it focused on a particular generation and location in the world. Generation Y in Ireland is a very big topic as future statistics are showing that there will be more individuals in retirement than in the working market. It is important to understand what engages this generation at work, as this change in the workforce demographics will force companies to become more competitive to help retain their staff as there will be opportunities for work.

The participants who took part all averaged at to the age of 24 years which isn't a good overall representation of this generation. However in tune with results such as Deliotte (Deloitte, 2017) or PWC (PWC, 2009) as discussed in the Literature review, this generation does seem to be impacted by CSR and as the awareness around CSR grows so may their engagement levels with it. It is important for organisations not to overlook employees as an important stakeholder when creating CSR plans within their company. The use of the Social value theory can aid them in creating better plans that interact with the business needs (Porter & Kramer, 2011), environmental and social needs whilst finally relating and sharing it with their stakeholders.

CHAPTER 6

CONCLUSION

The conclusion section will now close off this topic of research. The researcher wanted to better understand the key drivers of engagement for Generation Y individuals, specifically to see the role CSR can play in engagement as it is a relatively new construct to Ireland. As the construct of CSR is constantly developing and its awareness is increasing, the researcher felt that it is prime time to create research that gives a better understanding of CSR in the Irish workforce.

This study was a take on Ferreira & Oliveira (2014) research study on the impact of CSR on employee engagement. With permission from the author the researcher was able to rein act this study, however with a focus on giving the survey to only individuals who are a part of the generation Y and within the Iris workforce.

After analysing the results and main findings of the study the researcher will now discuss relevance of the findings. In correlation with the literature review it can be suggested that CSR can influence employee engagement. The results showed a significant difference from the participants who were presented with a scenario of an organisation with no CSR to an organisation with displaying either internal or external CSR by using the UWES. The objective of the study was to test the impact of CSR on employee engagement and specifically Internal CSR. The null hypothesis can be rejected, which is, CSR does not influence employee engagement for generation Y individuals in the Irish workforce.

The researcher uncovered fascinating information from conducting this study and can be used as an insight into use of CSR and how it can impact employee engagement.

From the survey it showed that Vigour and Absorption are more engaging for these individuals than dedication. All the participants who took part in the study were generation Y individuals that are in the Irish workforce. The researcher has also included recommendations for an organisation that they can use to potentially improve CSR and employee engagement

RECOMMENDATIONS

This section will include some recommendations aimed at CSR and employee engagement in Irish businesses that support the findings of this study. To note not every recommendation will relate to every organisation, however an organisation can choose which recommendation would suit them best.

The first recommendation is for an organisation to set up an employee engagement survey so they can get feedback from their employees and identify what are some key drivers of engagement for them and what could be making them become disengaged.

The second recommendation is that a company should investigate the stakeholders they have and what discover links they have to any social or environmental issues that the business can help support. CSR activities can be costly depending on the type of initiative that is chosen. As a tool to help become more efficient a business could use the SME Efficiency and Cost Reduction Questionnaire. It is free and can be used a stepping stone into identifying and receive overview of the level of Resource Efficiency in the company (Green Business, 2017).

Third Recommendation is that an organisation ties their strategy with their CSR initiatives. For example it is on average 173E a week for childcare in Ireland, for a company to provide this would be very expensive depending on the amount of employees that are within the company (Anon., 2018). Unless there was a need that tied in with the stakeholders they should look at alternative options such as supplementing food in the canteen.

CHAPTER 7

PERSONAL LEARNING STATEMENT

This year has been very memorable and I am proud of the knowledge and experience I have gained from participating in it. I have thoroughly enjoyed taken part and completing my dissertation for the MA in Human Resource Management at the National College of Ireland. I received good resources to help develop and choose a topic in which I had an interest in. Having good resources helped me as the dissertation was a self-directed learning process.

I decided to undertake the master's degree as I hoped it would help me in changing careers into the human resource field and give me the tools and knowledge to excel in it. The broad array of knowledge I have learnt from taken on the topic I have chosen for my dissertation and the knowledge I gained from the varying modules throughout the course will help me in my progression into the HR world.

I believe that the topics that I chose, corporate social responsibility and employee engagement are very relevant and important to organisations to date. I have gained a better awareness for the understanding of employee engagement and what are some of the key drivers for generation Y within the Irish workforce.

I did struggle with finding the time to complete the Dissertation as I was working full time, however the experience help me improve my organisation and time management skills. Although I still feel they can be developed the process of creating a research study has helped me greatly.

I had a personal struggle with SPSS as I found it quite challenging. Although I had made a conscious effort to attend all classes opportunities relating to getting a better understanding of SPSS and how it works. I still felt that if I had more time to master

it I could have been more confident and quicker discovering my results. As there was a deadline to meet I felt like spent longer than I had originally predicted in trying to understand the system. Looking back I would have started to learn how it operates sooner. However I really enjoyed SPSS and understand the value of it when analysing findings and I plan on increasing my knowledge in statistics as I feel it will be a key skill to have in my HR career.

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APPENDIX A

From: Pedro Ferreira
Sent: Monday, 23 July, 8:53 AM
Subject: Re: Survey Permission
To: Sarah Commons

Hi Sarah

I would be glad to share the questionnaire with you

Best regards,
Pedro

No dia 16/07/2018, às 23:15, Sarah Commons <x17103444@student.ncirl.ie> escreveu:

Dear Pedro,

My name is Sarah. I am a Masters student at the National College of Ireland. I am writing to you as I am currently doing work for my dissertation which is based on the impact of CSR on employee engagement within the Irish market place. In particular looking at the different forms of CSR, as there is not much research surrounding this topic.

APPENDIX B

1. At my work, I feel bursting with energy
2. I find the work that I do full of meaning and purpose
3. Time flies when I'm working
4. At my job, I feel strong and vigorous
5. I am enthusiastic about my job
6. When I am working, I forget everything else around me
7. When I get up in the morning, I feel like going to work
8. My job inspires me
9. I feel happy when I am working intensely
10. I can continue working for very long periods at a time
11. I am proud on the work that I do
12. I am immersed in my work
13. At my job, I am very resilient, mentally
14. To me, my job is challenging
15. I get carried away when I'm working
16. At my work I always persevere, even when things do not go
17. It is difficult to detach myself from my job

APPENDIX B

CSR SCENARIOS

Scenario 1- "No CSR" Imagine working for a company that is on the market for about 30 years, with a solid and sustained growth. This company's philosophy is based on the principle of fulfilling all of their legal obligations. Being an SME, has always been concerned with the surrounding community, with employees, showing particular attention to the environmental impact of their activity

Scenario 2- "External oriented CSR" Imagine working for a company that is on the market for about 30 years, with a solid and sustained growth. This company's philosophy is based on the principle of fulfilling all of their legal obligations. Being an SME, has always been concerned with the surrounding community, with employees, showing particular attention to the environmental impact of their activity. In addition to the environmental concerns arising from legal compliance, this company has a social responsibility policy that covers, for example, the purchase of raw material from suppliers who share the same ethical values or support to non-governmental organizations working with children. More recently they launched a campaign in which a percentage of the price of the final product reverts to social responsibility actions selected by consumers

Scenario 3- "Internal Oriented CSR"Imagine working for a company that is on the market for about 30 years, with a solid and sustained growth. This company's philosophy is based on the principle of fulfilling all of their legal obligations. Being an SME, has always been concerned with the surrounding community, with employees, showing particular attention to the environmental impact of their activity.

In addition to the environmental concerns arising from legal compliance, this company has a social responsibility policy that covers, for example, the purchase of raw material from suppliers who share the same ethical values or support to non-governmental organizations working with children. More recently they launched a campaign in which a percentage of the price of the final product reverts to social responsibility actions selected by consumers.

Although recent years have been difficult due to the economic crisis, this company is making an effort to follow the philosophy of its founder, namely the concern for the wellbeing of employees. In this sense, the company has a nursery for the children of employees and a canteen at controlled prices since its founding. In recent years they broadened the social support including a partnership with a company of domestic services. Furthermore, the recruitment and selection policies give priority to the integration of people with disabilities

APPENDIX C

Report on the mean score answered by participants

Report

SCENORIO		At my work, I feel bursting with energy	At my job, I feel strong and vigorous	When I get up in the morning, I feel like going to work	I can continue working for very long periods at a time	To me, my job is challenging	It is difficult to detach myself from my job	I find the work that I do full of meaning and purpose	I am enthusiastic about my job	Time flies when I'm working	When I am working, I forget everything else around me	My job inspires me	I am proud on the work that I do	I feel happy when I am working intensely	I am immersed in my work	At my job, I am very resilient, mentally	At my work I always persevere, even when things do not go	I get carried away when I' m working
No CSR	Mean	3.79	3.75	3.58	4.50	3.92	3.38	3.96	3.96	3.79	3.17	3.88	4.58	4.46	3.88	4.71	4.29	3.42
	N	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24	24
	Std. Deviation	1.318	1.189	1.381	1.504	1.442	1.769	1.756	1.517	1.215	1.373	1.801	1.666	1.382	1.329	1.367	1.197	1.442
	Maximum	5	7	7	7	7	7	7	6	6	6	7	7	7	6	7	7	7
	Minimum	1	2	1	2	1	1	1	1	2	1	1	1	2	1	1	2	1
External CSR	Mean	4.96	4.87	3.78	4.96	4.52	4.09	4.83	5.26	5.00	4.09	5.04	5.61	5.48	4.83	4.57	5.00	4.30
	N	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23
	Std. Deviation	1.296	1.359	1.678	1.065	1.410	1.535	1.527	1.573	1.446	1.505	1.581	1.406	1.238	1.029	.992	1.087	1.690
	Maximum	7	7	7	7	7	7	7	7	7	7	7	7	7	7	6	7	7
	Minimum	2	2	1	3	2	1	2	1	1	1	1	2	2	3	3	2	1
Internal CSR	Mean	4.69	4.65	4.54	4.73	5.23	4.23	5.15	5.42	4.96	4.31	5.08	5.35	5.35	4.85	5.04	5.19	4.38
	N	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26	26
	Std. Deviation	1.436	1.231	1.944	1.251	1.243	1.704	1.592	1.301	1.509	1.258	1.623	1.441	1.263	1.592	1.341	1.327	1.023
	Maximum	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
	Minimum	1	2	1	2	3	1	1	1	1	2	1	1	3	1	3	2	3
Total	Mean	4.48	4.42	3.99	4.73	4.58	3.90	4.66	4.89	4.59	3.86	4.67	5.18	5.10	4.52	4.78	4.84	4.04
	N	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73	73
	Std. Deviation	1.425	1.332	1.720	1.283	1.452	1.701	1.685	1.586	1.489	1.446	1.740	1.549	1.356	1.405	1.250	1.258	1.448
	Maximum	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7
	Minimum	1	2	1	2	1	1	1	1	1	1	1	1	2	1	1	2	1

APPENDIX D

PARTICIPANT QUESTIONNAIRES

SCENARIO 1

Participant Information

Dear Participant, Thank you for taking part in this questionnaire. Participation in this questionnaire is entirely voluntary. You may choose to exit from the questionnaire at any time, without reason and with no implications. All information obtained through this questionnaire is anonymous and confidential. No individual will be able to be identified from any publication presenting the results of this questionnaire. By clicking next you are consenting to be a participant in this study, which is a research project being conducted for a level 9 qualification at the National College of Ireland. The study has been reviewed by the National College of Ireland ethics committee for research involving human subjects. This questionnaire is part of a master's degree dissertation that aims to understand generation Y relationship to corporate social responsibility and employee engagement within the Irish labour market. If you would like any further information, please contact me on x17103444@student.ncirl.ie. It is important to answer all questions even if some appear similar to ensure reliable and valid measurement. This questionnaire will take approximately 5 minutes. Thanks for your participation. Sarah Commons

* Required

Scenario

Imagine working for a company that has been in the market for about 30 years, with a solid and sustained growth. The company's philosophy is based on the principle of fulfilling all of their legal obligations. Being an SME, has always been concerned with the surrounding community, with employees, showing particular attention to the environmental impact of their activity.

Based on the scenario presented, and assuming that you work in thisorganisation, rate the likelihood of each of the following statements. *

* 1. At my work, I feel bursting with energy

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 2. I find the work that I do full of meaning and purpose

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 3. Time flies when I'm working

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 4. At my job, I feel strong and vigorous

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 5. I am enthusiastic about my job

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 6. When I am working, I forget everything else around me

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 7. When I get up in the morning, I feel like going to work

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 8. My job inspires me

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 9. I feel happy when I am working intensely

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 10. I can continue working for very long periods at a time

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 11. I am proud on the work that I do

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 12. I am immersed in my work

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

SCENARIO 2

Participant Information

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* Required

Scenario

Imagine working for a company that has been in the market for about 30 years, with a solid and sustained growth. The company's philosophy is based on the principle of fulfilling all of their legal obligations. Being an SME, has always been concerned with the surrounding community, with employees, showing particular attention to the environmental impact of their activity.
In addition to the environmental concerns arising from legal compliance, this company has a social responsibility policy that covers, for example, the purchase of raw materials from suppliers who share the same ethical values or support non-governmental organisations working with children. More recently they launched a campaign in which a percentage of the price of the final product reverts to social responsibility actions selected by consumers.

Based on the scenario presented, and assuming that you work in thisorganisation, rate the likelihood of each of the following statements. *

* 1. At my work, I feel bursting with energy

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 2. I find the work that I do full of meaning and purpose

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 13. At my job, I am very resilient, mentally

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 14. To me, my job is challenging

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 15. I get carried away when I'm working

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 16. At my work I always persevere, even when things do not go well

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 17. It is difficult to detach myself from my job

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 18. What is your gender

- ○ Male
- ○ Female

* 19. How old are you

18 38

20. Have you ever worked in the Irish labour market

- ○ Yes
- ○ No

* 3. Time flies when I'm working

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 4. At my job, I feel strong and vigorous

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 5. I am enthusiastic about my job

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 6. When I am working, I forget everything else around me

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 7. When I get up in the morning, I feel like going to work

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 8. My job inspires me

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 9. I feel happy when I am working intensely

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 10. I can continue working for very long periods at a time

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 11. I am proud on the work that I do

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 12. I am immersed in my work

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 13. At my job, I am very resilient, mentally

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 14. To me, my job is challenging

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 15. I get carried away when I'm working

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 16. At my work I always persevere, even when things do not go well

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 17. It is difficult to detach myself from my job

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 18. What is your gender

- ○ Male
- ○ Female

* 19. How old are you

18 38

20. Have you ever worked in the Irish labour market

- ○ Yes
- ○ No

SCENARIO 3

Participant Information

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* Required

Scenario

Imagine working for a company that has been in the market for about 30 years, with a solid and sustained growth. The company's philosophy is based on the principle of fulfilling all of their legal obligations. Being an SME, has always been concerned with the surrounding community, with employees, showing particular attention to the environmental impact of their activity.
In addition to the environmental concerns arising from legal compliance, this company has a social responsibility policy that covers, for example, the purchase of raw materials from suppliers who share the same ethical values or support non-governmental organisations working with children. More recently they launched a campaign in which a percentage of the price of the final product reverts to social responsibility actions selected by consumers.
Although recent years have been difficult due to the economic crisis, this company is making an effort to follow the philosophy of its founder, namely the concern for the well being of employees. In this sense, the company has a nursery for the children of employees and a canteen at controlled prices since its founding. In recent years they broadened the social support including a partnership with a company of domestic services. Furthermore, the recruitment and selection policies give priority to the integration of people with disabilities.

Based on the scenario presented, and assuming that you work in thisorganisation, rate the likelihood of each of the following statements. *

* 1. At my work, I feel bursting with energy

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 2. I find the work that I do full of meaning and purpose

1 = Not at all likely	2	3	4	5	6	7 = Most likely
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* 3. Time flies when I'm working

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 4. At my job, I feel strong and vigorous

1 = Not at all likely	2	3	4	5	6	7 = Most likely
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* 5. I am enthusiastic about my job

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 6. When I am working, I forget everything else around me

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 7. When I get up in the morning, I feel like going to work

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○

* 8. My job inspires me

1 = Not at all likely	2	3	4	5	6	7 = Most likely
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* 9. I feel happy when I am working intensely

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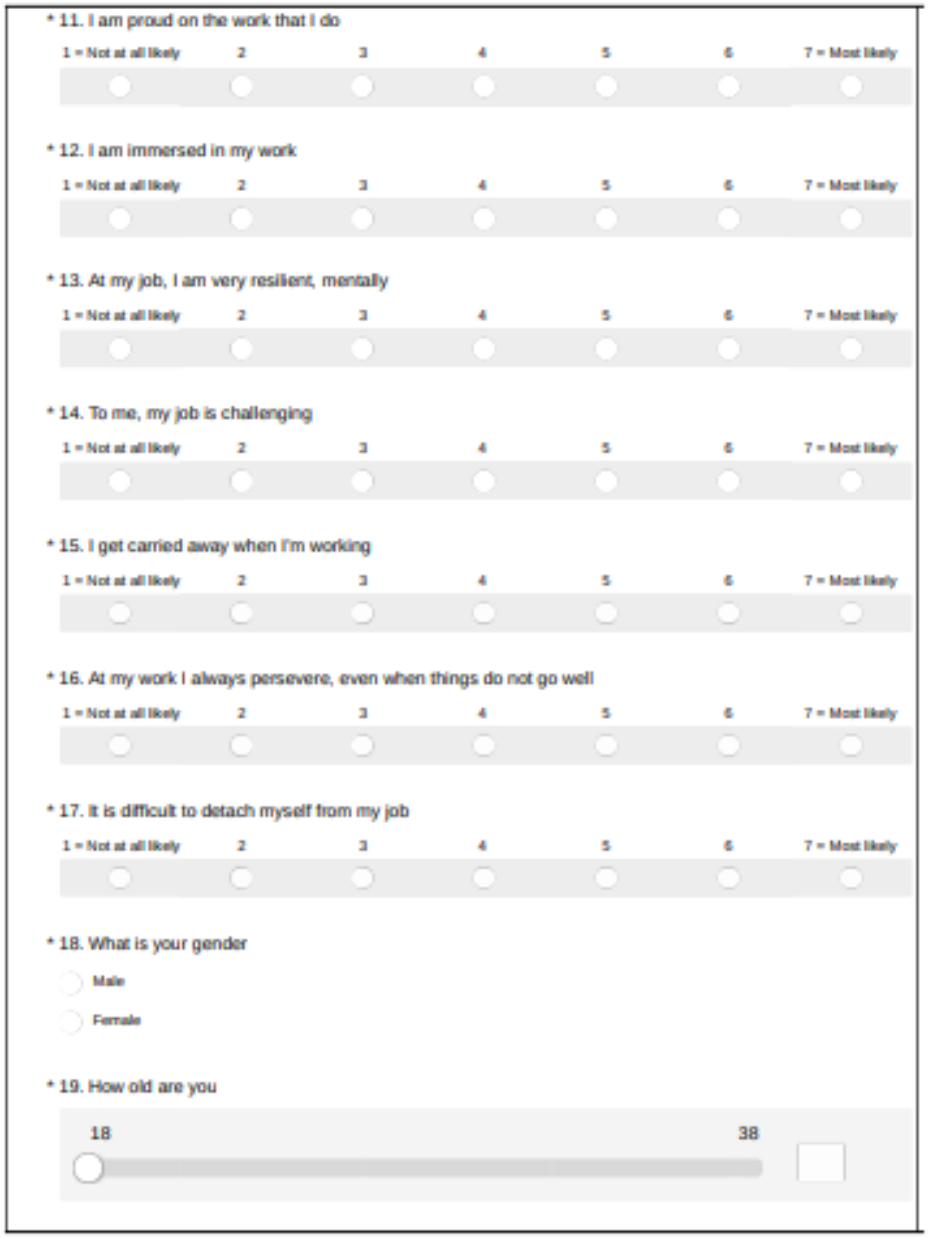
* 10. I can continue working for very long periods at a time

1 = Not at all likely	2	3	4	5	6	7 = Most likely
○	○	○	○	○	○	○



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1 = Not at all likely | 2 | 3 | 4 | 5 | 6 | 7 = Most likely

* 12. I am immersed in my work

1 = Not at all likely | 2 | 3 | 4 | 5 | 6 | 7 = Most likely

* 13. At my job, I am very resilient, mentally

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* 18. What is your gender

Male

Female

* 19. How old are you

18 38